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Declaration by the Candidate

I, Tarun Singh declare that the thesis entitled **Efficacy of Training & programmes on performance of an organization (with special reference to BHEL Jhansi)** Submitted by me for the Degree of Doctor of Philosophy in Management is the record of work carried out by me under the guidance of Dr. Prabhat Kumar (Prof. & Dean) and has not formed the basis for the award of any degree, diploma, associate-ship, fellowship, titles in this or any other University or other similar institutions of higher learning.

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Certificate by the Supervisor

I, Dr. Prabhat Kumar certify that the thesis entitle **Efficacy of Training & programmes on performance of an organization (with special reference to BHEL Jhansi)** submitted for the Degree of Doctor of Philosophy in Management by Tarun Singh is the record of research work carried out by him/her under my guidance and supervision and that this work has not formed the basis for the award of any degree, diploma, associate-ship, fellowship or other titles in this University or any other University or Institution of higher learning.

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PREFACE

Any organization that desires to operate efficiently primarily requires four major resources Man, Money, Material and Machine to perform various tasks. Out of these four resources money, material and machines do have one basic thing which is common to all of them and it is that they are lifeless and require some-one to operate upon them use them and establish proper coordination amongst them. They need direction and control from outside. However, if we look at the resource "Man" we will find that it is full of life. It is motivated and driven by its own dreams, desires and determinations it is laden with emotions and feelings and is highly sensitive to its environment and surroundings. It is not only affected by outside factors but has a locus of control that lie inside it, is self-driven and has immense capacities, capabilities and potential. It is endowed with the super quality of consciousness and free will that empower him to absorb, retain learn and un-learn what ever deems fit to him and at his will.

There are immense possibilities that are hidden and latent and much depends on him to release this potential and possibilities. That is why it is a marvel of this universe.

This resource - that is "Man" - because of its peculiar characteristics, needs something different and cannot be equated with other resources. Life is a source of dynamism and Man is the source of life. It cannot be controlled with a single set of standard or tool all the time and for all times to come.

This resource being highly dynamic requires dynamic set of standards and tool to deal with. The workforce for any organization or industry is a major resource for its output and results. This resource not only has the capability to manage other resources but possess the potential to manage itself too. Thus, this resource is the master resource for any organization. The success of any organization therefore lies in how well it is able to harness and manage its manpower resource by being sensitive to its requirements, needs, motivation, behaviour etc. and even its learning requirements.

Training as an intervention is primarily aimed at Manpower. This intervention is necessitated to fulfil the learning requirements of the organization. The prime focus and epicentre of concern is the employee is expected to imbibe those learning that are essential for organizational growth, meeting future challenges, solving task and skill

related problems, enhancing his own knowledge and self-development. An effective organization is, therefore the one which can develop its employees and help in gaining those values and corners, which are of utmost importance for an organization. The entire learning process, therefore, is an unending process of self-improvement and continuous up gradation. The process of training therefore helps an employee to sharpen his skills, knowledge, attitudes etc. that are required for his own self-development proper execution of work and discharge of duties and alternately leading to development of the organization by fulfilling its needs.

Thus three major areas of concern emerge where training has to contribute viz the individual, the job/task the organization.

Many organizations encourage learning and have made learning a part of their policy as well. In fulfilling this need the organizations have elaborate human resource development centres and training centres. However, the pertinent question is, that notwithstanding the existence of HRDCs and training centres, what is the effectiveness of these in delivering the desired results and meeting the challenges. The question is, whether the activities carried out by these centres are effective or not and are able to meet the desired objectives. The question is whether these centres exist only for name sake or disengage themselves in those productive activities that are essential. The question is whether the initiatives, work or the organization by meeting the desired objectives. It is true to large extent that the results of the training interventions cannot be had immediately and are far reaching. Their impact be measured immediately and some interventions are so abstract that it becomes extremely difficult to measure them.

Inspite of all the above, it is essential that organizations should carry out few activities that can help in proper delivering and conduct of training as per the needs and requirement. Once these needs and requirements are met, at least wherever possible and by any means the effectiveness of these efforts should be measured and documented for further use.

This will lead to a systematic integration of learning in the organization and also help in knowledge management. However, it has been observed that many training

organization lack productive training process or these processes are carried out in an un-systematic manner as a result much of their efforts are going waste.

Thus, the desired impact of training cannot be attributed to one single factor in isolation but can be a result of multiple factors. The activities of the HRDC, the quality and aligning of training program and post training activities may together contribute towards the positive impact.

If we look at Human Resource Development Centre of BHEL, Jhansi we will find that it is the largest organized training centre in any industry in the entire Bundelkhand region. Only if we go up to Bhopal southward, Kanpur eastward, Vijaipur westward and Noida northward, we will find such institutes.

The HRDC, BHEL, Jhansi caters to the training needs of its employees and also impacts training to many students of professional institutes as well. It also imparts training to trade, technician and technician-vocational apprentices also every year.

The HRDC carries out number of training programs for the employees of all levels for enhancing their managerial, behavioural technical and functional skills. However this potential of HRDC, BHEL, Jhansi has remained un-explored and unexamined in the past. It has so far not been studied and analysed in a systematic manner.

In view of the above it was felt necessary to ascertain the state of the training activities in BHEL, Jhansi and also to ascertain the impact of the training that have been imparted. This project has never been taken before and would give immense opportunity to document the processes and accumulate the knowledge in a systematic manner. Further, this study will also help in revealing the thrust and priority areas as well.

Chapter I provides the introductory background about BHEL, Jhansi and also provides an introduction to HRD. It provides an introduction to HRD. It provides in detail the various models and approaches to training in order to have an insight about their views. It also enumerates various models and approaches to training in order to have an insight about their views. It also enumerates various training evaluation practices.

Chapter II details the Research Plan and Methodology. It highlights the entire process of carrying out the study and specifies the research pattern and methodology.

Chapter III deals with the major training Issues and activities. It can overview of the major training initiatives that are essential any training organization/Institute. These issue and initiatives is also the subject of study and analysis.

Chapter IV enumerates in detail the entire function of HRDC in BHEL, Jhansi covering all the procedures and practices related to employee trainings. It also deals with the issues of people management and practices, what processes are deployed in BHEL, what are the customer practices, how is financial and non- financial performance of BHEL, Jhansi.

Chapter V is an important chapter of this study. It is an analytical study of the status of various training initiatives deployed in BHEL, Jhansi. It also examines desired and actual state of these activities and helps in prioritizing the areas thrust. The study is primarily conducted group-wise, level- wise and overall are followed by observations.

Chapter VI is also an important chapter since it pertains to the analysis of the impact of training in BHEL, Jhansi. This is done by capturing the information for the participants who have attended the training and also by capturing the views of the controlling officers. The data so gathers has been analysed and an inference drawn regarding what is being done at present and what is more is to be done.

Chapter VII brings out the major findings of the study in all the aspects as enumerated in the earlier chapters. It also suggests the major areas of improvement in the system, activities and training that are being imparted. This will enable better and effective implementation of the training initiatives, activities and programs in future.

The entire study is a focused and integrated study of a problem and is also a suggestive in nature having the practical usage and applicability.

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(Tarun Singh)

INDEX

Sr. No.	CHAPTER NAMES	Page No.
1	<u>INTRODUCTION</u> <ul style="list-style-type: none">• Brief Introduction• BHEL Objective• Various Models• Training Evaluation	1-51
2	<u>RESEARCH PLAN AND METHODOLOGY</u> <ul style="list-style-type: none">• Training Initiative Survey• Impact of Evaluation• Statement of the Problem• Significance of the Study• Gap Analysis• Objective of the Research• Hypothesis Development• Research Methodology	52-65
3	<u>HUMAN RESOURCES DEVELOPMENT & TRAINING ISSUES IN BHEL</u> <ul style="list-style-type: none">• Training and Development• The qualities of Trainer• Methods of Training• Training Policy• Compulsory Training Programmes• Training and Management Development• Training Needs Identifications	66-94
4	<u>HRD IN BHEL JHANSI</u>	95-132

- HRD Objectives
- Organization structure
- Training Budget
- Training Needs Identification
- Procedure for Conducting In-plant Training
- Procedure for Deputing Employees to Training Programs at other Institute
- Procedure for Deputing Employees to Training Abroad
- Evaluation of Effectiveness of Training Programs
- Training Gap Analysis
- Activity of Preparing, Checking, Approving and Amending MI's
- Numbering Schemes of Registers, Files etc.
- Records to Training in HRDC
- Training Reports
- Statistical Techniques in HRDC
- Performance Indicators for Training Activities
- Training Performance Data of HRDC

5 **ANALYSIS OF TRAINING INITIATIVES** 133-257

- Group-wise Analysis
- Level-wise Analysis
- Observation of Training Initiatives

6 **ANALYSIS OF IMPACT OF TRAINING** 258-326

- Methodology of Training in BHEL Jhansi
- Awareness of Training in BHEL Jhansi
- Impact of Training on Individual Dimension
- Impact of Training on Work/Job Related Dimension

- Impact of Training - Controlling officers point of view

7

FINDING AND SUGGESTIONS

327-339

- Present State of Activities and Practices in BHEL, Jhansi
- Model for Impact
- Emerging Views on Activities of Training
- Impact on Individual Related Dimensions
- Impact on Works Related Dimensions
- Impact on Organizational Dimensions

BIBLIOGRAPHY

340-342

RESEARCH PAPER

343-387

- Efficacy of Training & Development Programmes on Employees productivity at BHEL Jhansi

- | |
|----------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• A study on “Impact of Training on Organisational Efficacy and Human Potential” |
|----------------------------------------------------------------------------------------------------------------------------------|